

INFLUENCE OF INSTITUTIONAL FACTORS ON IMPLEMENTATION OF PREFERENCE AND RESERVATION POLICY AMONG SPECIAL GROUPS SUPPLIERS IN STATE CORPORATIONS IN KENYA

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Abstract: *The purpose of the paper was to investigate influence of institutional factors on implementation of preference and reservation among PWD Suppliers among stated owned corporation in Nakuru County. The study was guided principal-agent theory and resource – based view theory. The study used a descriptive research design and explanatory research design. The population on focus in this study comprised of 120 employees in procurement department drawn from state corporations that have their headquarters in Nakuru County namely Rift Valley Water Services Board, Pyrethrum Processing Plant, Geothermal Development Company and Egerton University. This study adopted stratified and random sampling technique to select a sample of 92. Structured questionnaires were used to collect primary data. Findings from regression results showed that professionalism, and management support had significant and positive effect on implementation of preference and reservation among PWD Supplier among state owned corporation . Thus, the study concludes that the management of institutions should ensure proper structures and strategies are in place that support the institution in implementation of preference and reservation. Additionally the study recommends that the institution should endeavor to achieve the highest level of professionalism for successive implementation of preference and reservation. The institutions can establish employees code of conduct and ensure that those who breach face disciplinary action.*

Keywords: Institutional Fact, Implementation, Preference And Reservation, PWD Suppliers Professionalism, Management Support

1. Introduction

Public Procurement is the use of public funds to obtain goods, and works services by buying entities where public funds are used (World Bank 2015). Public Procurement good, services and works is very important component of administration of a country's public resources which links the economic and social outcomes with fiscal system (Scraper & Veiga Malta, 2011). Public procurement is viewed as an effective and competent way of entering into an agreement between the government and private companies (Schooner, 2012) and is largely used to promote social and economic growth in country, like economic growth of disadvantaged social groups (Arrowsmith, 2010). The state of public procurement significantly defines the administration and performance of public services and touches almost every area of preparation, program management, and financing. Economically, Public procurement is very vital docket as it largely uses a big percentage of a

country's funds (Schapper & Veiga Malta, 2011). It is based on these facts that governments must set up laws and regulations that set out procurement implementation policies and procedures

According to the constitution of Kenya 2010, article 227 (1) states "Government organs When a state organ or any other public entity contracts for goods or services, it shall do so in accordance with a system that is fair, equitable, transparent, competitive and cost-effective". Article 227 (2) sets out a format through which public procurement shall be undertaken by setting a system within which rules and procedures relating to purchase and asset disposal shall be adhered to. Consequently PPADA 2015 was enacted as the law that gives effect to Kenya constitution, Article 227 (1). The PPADA which was operationalized in January 2016 replaced the Public acquisition and disposal act 2005. In Kenya it is the law that makes sure that the procurement rules and techniques are adhered to. In spite of the procurement reforms undertaken in Kenya, compliance remains a big challenge in Kenya. An economic survey by World Bank economic surveys have indicated that Kenya spends heavily on public procurement with losses attributed to poor procurement regulations implementation being at 20 %.

Part X11 of the PPADA (2015) states how preference and reservation shall be implemented. In Kenya the National Treasury domiciled in the ministry of finance has the role to operationalize a Preference and Reservation secretariat to be responsible for the implementation of preference and reservation under the PPADA which shall be responsible for registration, prequalification and certification of persons or groups under preference and reservation category, training capacity building of the target groups. As well as providing technical and advisory assistance to procuring entities in the implementation of preference and reservation. While implementing preference regulations, a government must take into consideration the factors that affect the disadvantaged groups and their reasons of trying to get affirmative action, the benefits and losses associated with the affirmative action and the overall policies, costs and automation activities that will affect the affirmative action. According to GOK (2011), the essence of preference regulations is to promote local, national and regional industry and support socio-economic development by defining- the target group and eligibility requirements for benefitting from the preference and reservations schemes; the percentage margin of the preference, where applicable; the goods, works and services set aside or reserved for specified target groups; the regions within which to apply the scheme, and the means of measuring its effectiveness in achieving the objectives. (GOK 2011). It is in this regard that all government owned institutions are required to set aside 30% of the procurement to the disadvantaged groups. In the budgets, and in the procurements plans and ensure that reports are submitted bi annually to PPRA on the implementation of preference and reservation.

Pursuant to the PPADA 2015 Section 55, a person shall be qualified to benefit from the preference and reservations schemes if the person has the necessary qualifications, capability, experience, and, where appropriate, resources, equipment and facilities to provide the goods or services intended to be procured; has the legal capacity to enter into a contract for the procurement; is not insolvent, in receivership, bankrupt or in the process of being wound up and is not the subject of legal proceedings relating to the foregoing; is among the persons with whom the procuring entity may enter into a contract, not being precluded from doing so under section 33 of the Act; is not debarred from participating in procurement proceedings under Part IX of the Act; and is registered by the Ministry of Finance-Treasury

A person shall not be qualified to benefit from preference and reservation scheme - as a contracting firm, unless that person is qualified as a local contractor or a citizen contractor; or as a, micro enterprise or an enterprise owner by a disadvantaged group unless the person is registered by the ministry of finance as such upon application. (GOK 2011). Thus in its quest to ensure equal opportunities and mitigate past injustices to the

disadvantaged groups. The government implemented the preference regulations, which ensures that 30% of all public procurement expenditure is reserved for these groups. Though these groups account for over 60% of the population of Kenya procurement was a reserve of the few patriarchal tenderpreneurs. This policy of preference and reservation has not benefited the targeted marginalized groups. Hence, this study attempted to find the influence of institutional factors on people with disabilities in accessing government procurement opportunities in state owned enterprises within Nakuru County. Though most state owned enterprises have their headquarters in Nairobi. Nakuru County is home to many state owned corporation which take up large portion of the Government budget. It is therefore important to understand the influence of institutional factors on preference and reservation in state corporations.

All Public entities are guided by the Public Procurement Asset and Disposal Act 2015. The Public Procurement Asset and Disposal Act 2015 provides that at least 30% of the entire procurement spend is allocated to the special groups. Preference and Reservation in public procurements, if properly implemented would help solve most of the economic and societal challenges facing the country by empowering the special groups economically, socially and politically, Additionally in order for the government of Kenya to achieve the vision 2030 public procurement should contribute to quality, reduce poverty and promote economic growth and should provide Kenyans with equitable accessible and affordable life.

However, In Kenya, according to Transparency international(2013), special groups(women, youth and people living with disabilities)constitute of over 85% of the entire population yet they contribute to less than 10% of public procurement involvement thus this hampers economic growth and achievement of vision 2030. Langat, Namusonge and Berut (2016) in their study on Public Procurement Preference and Reservation Policy among youth, women and PWD concludes that Government Enterprises have not fully implemented the Preference and Reservation Policy. Special groups have cited many problems such as capacity building, lack of access to credit, inadequate skills, poor information and inhibitive legal regulatory framework (Brinkerhoff, 2014).

In spite of the legal, policy and institutional reforms undertaken so far in the public procurement sector in Kenya, people with disabilities suppliers still find it hard to effectively access procurement opportunities in public sector in Kenya. In their study Iraro, Ombane and Kibet (2017) examined factors influencing performance of preference and Reservation Policy among PWD suppliers and concludes that corruption is a major influence of the performance of preference and reservation policy. Empirical studies show that several studies have been carried out on preference and reservation policy. Giatri & Kabare (2014) analyzed factors affecting access to procurement opportunities in public secondary schools by small & medium enterprises in Kenya Reservation among the youth and women. Researchers such as Kamau et al. (2014), Wambui (2014), Muraguri (2013) and Muthoni (2012) have dwelt on youths and women leaving PWDs on accessing government procurement opportunities. Muraguri, (2013) has focused on implementation of Preference and Reservation Policy in state owned Enterprises. Mwangi (2017) has focused on determinants of compliance with access to Government procurement opportunities regulations for special groups in public universities.

Most studies have dwelt on challenges of implementation of preference and reservation policy. and failed to address institutional factors that have led to poor implementation of preference and reservation schemes among the special groups and particularly PWD suppliers. Thus, this study intends to fill the gap by investigating influence of institutional factors on implementation of preference and reservation among PWD Suppliers in State Corporation in Kenya (a case study of Nakuru County).

2. Theoretical Review

The study was informed by **Principal-Agent Theory**. Principal-Agent Theory was expounded by Alchian and Demsetz (1972) and further developed by Jensen and Meckling (1976). The theory defines the relationship between the principals, such as shareholders and agents or company executives and managers. According to Rungtusanatham et al., (2007), two parties have an agency relationship when they cooperate and engage in an association wherein one party delegates decisions or work to another to act on its behalf. The principle expects that the agent will act in the best interest of the principal. A problem arises when two parties have different interests.

Procurement managers and officers in public entities play the agent role for the government and the organization stakeholders. Their role should be to create wealth for the principal which is the Government. However conflict arises when the procurement managers and staff focus on their own interests at the expense of pursuing the principal's stated goal. Compliance or failure to comply with procurement rules and regulations may be as result of principal-agent problem, Langevoort (2002). It helps to explain the role of public procurement personnel in discharging their mandate (Mahmood, 2010). The PPADA, (2015) bestows the responsibility of compliance of the preference and reservation policy on the procurement entities.

The theory is useful in explaining the relationship between the Government and public entities in compliance to the 30 % requirement for the disadvantaged group and making sure it is meeting its objectives. It is therefore important to institute professionalism in activities of procurement. A lack of professionalism leads to corruption which ultimately impedes compliance of procurement rules and regulations in procuring entities and adversely affects performance (Raymond, 2008). The theory also shows how the actions and performance of the procuring entities (as the agent) affect the government (as the principal) and other stakeholders (Muranda, 2006).

In addition, The institutional theory is very important when it comes to the implementation of preference and reservation procurement policy and in institutions that serve the public. This is a matter of organizational culture and the degree to which the prevailing climate in an organization is supportive of the preference and reservation policy and/or of change in general. In other respects, this dimension includes the extent to which there is management support for preference and reservation procurement policy in the institution and the degree to which organizational processes and structures support, or retard, the development of this procurement policy (Brammer & Walker, 2007). The theory is useful in this study as it helps to look at the role played by management support in implementation of preference and reservation policy among state corporations.

2.1 Empirical Review

Professionalism and Implementation of preference and reservation among PWD Suppliers

Professionalism is an issue that has engaged scholars in almost all the disciplines. It has always been argued that professionalism is assumed to be desirable and valuable in its own right (Steiner 2001) Professionalism in public procurement allows for functionality, transparency and savings in public expenditure and this is the reason why it should be given attention specifically in public procurement. A number of indicators guide the path to professionalism namely legislative framework, institutional framework, professional staff, transparency and use of modern procedures in the course of the procurement process like the use of Information communication technology to simplify the process and to make it open and clearly visible to all parties involved. There are several bodies that have championed professionalism in various disciplines. The Chartered Institute of Purchasing and Supply, (CIPS) Chartered Institute of Logistics and Transport (CILT). In Kenya

Institute of Supplies Management (KISM) is the body charged with the responsibility of ensuring professional code of ethics is adhered to by all professionals in the public sector. This mandate was given through the Supplies Management Act of 2007.

Professionalism depends on the staffing, knowledge, skills and capabilities of the human resources and on controls in the system that influences human behavior (OECD, 2007). According to Lyson and Farrington (2012), procurement as a profession, is skilled based on theoretical knowledge, prolonged training and education, competence based on tests and examinations and adherence of professional code of ethics. Thus, an effective procurement system requires that the procuring entity is staffed with procurement professionals, trained and recognized by the respective procurement professional body (Basheka, 2009). On the other hand, lack of professionalism leads to corruption which ultimately impedes compliance of procurement rules and regulations in procuring entities and adversely affects performance (Raymond, 2008). The increasing importance of procurement suggests that only well trained and qualified personnel should be employed to manage the process. If procurement officers are not professionally trained, lack awareness about all regulations in relation to procurement and related procedures, then serious consequences including, breaches of codes of conduct occur leading to application of unsound procurement practices and therefore declined organizational performance (Atkison, 2006). Various studies indicate that performance in most public entities has been poor due to among others, inadequate and /or incompetent procurement staff (CPAR- Mozambique, 2008; Agbesi, 2009; Gesuka and Namusonge, 2013). As a consequence, the established procurement regulations, rules and procedures are not consistently applied. Procurement staff and all those involved in the procurement process therefore, are required to be familiar with the procurement rules and regulations as well as adhere to the established code of conduct.

According to Zhou (2014) political interference and abuse of state corporations as patronage dispensing instruments contribute to inefficiency and ineffectiveness in implementation of preferential procurement policy. It is increasingly acknowledged that good ethical practices may have a positive influence on preferential procurement policy. Governments should therefore monitor their ethical performance and compel employees to behave in an ethical manner with integrity, sound values and being socially responsible in their actions (Joyner, and Payne, 2014). Ethical leadership in supply chain conduct is a vital contributing factor in the process of endorsing preferential procurement policy (Banjo 2014).

Rasmussen & Sorheim (2006) argue that entrepreneurship training has traditionally focused on teaching individuals, but many initiatives are increasingly becoming more action-oriented, emphasizing learning by doing. In their paper they present a number of action-based activities at five Swedish universities. The cases show that entrepreneurship education focuses less on teaching individuals in a classroom setting and more on learning-by-doing activities in a group setting and network context. Given that past research results have consistently found SME training to result in better company performance, even under different cultural settings such as the Netherlands, Spain, Hungary, and China (Mullei, 1999), it is expected that implementation of AGPO-related training programs will lead to higher firm performance in Youth Suppliers. This statement underpins the importance of training and development in the national economic development process. It becomes significant point of reference especially since most developing countries are responding to many challenges of the industrial development by implementing new programs, which calls for new expertise and new orientation of work. This usually means changes in specific knowledge, skills, attitudes or behavior. Training should be designed to meet the goals of the organization while simultaneously meeting the goals of individual employees (Gakure, 2001).

Public procurement policy makers recognize the importance of the role of Suppliers in the economy, including the importance of their participation in the public procurement market (McCrudden, 2005). Public procurement can help in the development of an effective and efficient SME sector by providing appropriate opportunities for Suppliers which are mostly run by special groups to demonstrate their skills and capabilities, including the purchase of goods and services which allows Suppliers to develop and demonstrate innovative goods and services (McCrudden 2005). In the past, procurement was considered mainly as an operational activity rather than as a key strategic function in the business planning process. Public purchasers concentrated on compliance with rules and procedures set down in guidelines, regulations or EU Directives to seek value for money outcomes from procurement. It is becoming increasingly important to also focus on necessary standards of probity and ethics for procurement professional.

Management Support and Implementation of preference and reservation among PWD Supplier

Management is responsible for development of strategies to achieve the vision. Basically strategy formulation provides a road map and this road map should be clear and focused. It is the duty of leadership to relate the strategy process with the vision. It should develop a culture of learning by providing a clear set of values for the organization. Values demonstrate the behavior of the organization and lead the organization towards right. Both vision and strategies should reflect these values. Once the leader understand the importance of values the process of strategy formulation and implementation becomes easy. The most important role of the leadership is to integrate the people with the strategic management process. It should involve everyone to ensure responsiveness towards change. (Jonminerich, 2008).

it is the duty of leadership to introduce the values or a corporate culture. It is the vision of leader that provides base line for strategy formulation and its commitment ensure the implementation of strategy (Fairholm, 2004). Formulated strategies can't be implemented without the involvement of every one. Everyone should understand the need of change and should contribute their effort to efficiently implement the strategies. And only leadership can inspire and motivate the people to bring change because people always resist change. Leadership works to find out the gaps by carefully scanning the environment both internal and external. And developing plans to fill these gaps by implementation of plans (Ascot, 2008).

Directors and management for state corporations perform the role of coordination of all the functions as well as provide administrative direction to all departments within the corporation. Performance analysis of employees in state corporations has a very strategic value because it can be used as a measure of success in achieving the corporations' vision and mission. Performance measurement of the employees should be interpreted as an evaluation activity to assess the successes and failures in the tasks and functions assigned by them. According to Dwiyanto (2015), the low preference and reservation is mostly influenced by management , strong paternalism culture that tend to make officials more focus to the power than to the service itself, place themselves as ruler and treat the service users as service objects who need their help. Besides that, the low preference and reservation is also caused by power-sharing system which is leader-oriented and hierarchical bureaucracy structure that make power and authority centered to the leader so the leader who meet the service users directly has no adequate authority to respond to the dynamic issues of service provision and management.. Management support can improve or lessen the level of preference and reservation. To what extent, this relationship is effective with respect to state corporations in Kenyan government is the main theme of the present study.

3. Material and Methods

The study adopted a descriptive survey design and explanatory research design. The population on focus in this study comprised of 120 employees in procurement department drawn from state corporations that have their headquarters in Nakuru County namely Rift Valley Water Services Board, Pyrethrum Processing Company, Geothermal Development Company and Egerton University. Simple random using lottery methods were used to select sample of 120 respondents. Study collected data through administering questionnaires. The content validity of the research instruments was ensured through expert judgment provided by my supervisor. To ensure reliability of the instrument, cronbach alpha was used from the data collected from the pilot study by use of the SPSS software where the results from pilot study were carefully studied to assess the reliability of the instrument. The study adopted both quantitative and qualitative approaches, implying that both descriptive statistics and inferential statistics were employed. The study tested the significance level of each independent variable against the dependent variable at 95% confidence level using ANOVA, Correlation and regression techniques. A 95% confidence interval reflects a significance level of 0.05. The regression equation was expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where,

Y = Implementation of preference and reservation among PWD Supplier

β_0 = constant (coefficient of intercept)

X_1 = professionalism

X_2 = management support

$B_1 \dots B_4$ = regression coefficient of four variables.

4. Findings and Discussions

This section describes the data analysis, presentation and interpretation of the findings. The findings relate to the objectives that guided the study.

4.1 Univariate analysis

This section of the study provides descriptive and correlation results. From the findings, it is clear that most respondents are in agreement that implementation of preference and reservation among PWD Suppliers in State Corporation in Kenya has not been implemented as per the set guidelines. Further, findings showed that most of the state corporations moderately practice professionalism in implementation of preference and reservation among PWD Suppliers in State Corporation in Kenya. Findings also showed that there is management support in procurement and implementation of preference and reservation among PWD Suppliers. Table 1 also illustrates the Pearson correlation results of implementation of PPP, professionalism, and Management. The findings revealed that professionalism were positively and significantly correlated with implementation of PPP ($r = 0.601$, $\rho < 0.01$). Further, Management Support were positively and significantly correlated with implementation of PPP ($r = 0.716$, $\rho < 0.01$). These findings imply that professionalism and management Support are expected to influence implementation of PPP. The findings agree with a study by Liu *et al.*, (2010) that Management Support will ensure a flexible and reliable supply of materials in a mass customization environment at a low cost.

Table 1: univariate results

	Mean	Std. Dev	Implementation of PPP	professionalism	Management Support
Implementation of PPP	3.78	0.575	1		
Professionalism	3.52	0.71	.601**	1	
Management Support	3.982	0.683	.716**	.761**	1

** Correlation is significant at the 0.01 level (2-tailed).

4.2 Multivariate Analysis

Table 2 illustrates the model summary of multiple regression model; the results showed that all the two predictors (professionalism and Management Support) explained 58.1 per cent variation of implementation of PPP. This showed that considering the two study independent variables, there is a probability of predicting implementation of PPP by 58.1% (R squared =0.581). Study findings in table 2 indicated that the above-discussed coefficient of determination was significant as evidence of F ratio of 25.273 with a p-value of 0.000 <0.05 (level of significance). Thus, the model was fit to predict implementation of PPP using professionalism and Management Support.

The first objective of the study sought to establish the effect of professionalism on implementation of preference and reservation among PWD Suppliers in State Corporation in Kenya. Findings showed that professionalism had coefficients of the estimate which was significant basing on $\beta_1 = 0.152$ (p-value = 0.008 which is less than $\alpha = 0.05$). The implication is that professionalism had a significant effect on implementation of PPP. This suggested that there was up to 0.152 unit increase in implementation of PPP for each unit increase in professionalism. The effect of professionalism was more than the effect attributed to the error; this was indicated by the t-test value = 1.026. Consistent with the results, Mattila & Enz, (2002) found out that the quality of professionalism is a crucial strategic competitive weapon for effective implementation of PPP. Similarly, through professionalism, customers can base their impressions of the firm on the service received thus improved implementation of PPP (Hartline, Maxham III, & McKee, 2000; Kandampully, 2002). To further corroborate the results, Kray, (2004) argues that professionalism answer critical questions that the management has about their efforts to improve customer satisfaction thus improved implementation of PPP. Furthermore, the findings are supported by De Toni & Nassimbeni, (2014) that integrating suppliers in new product development activities result in improved product quality, reduced development time and engineering changes, reduced costs, and early resolved potential problems of the supplier. In addition, the results are similar with Kratochvil and Carson (2015) argument that professionalism leads to reduced steps in a business process and minimized losses by eliminating misunderstanding in the order process, which subsequently result in lower costs, improved quality and delivery, and increased customer responsiveness.

The second objective of the study examined the effect of Management Support on implementation of preference and reservation among PWD Suppliers in State Corporation in Kenya. The regression results showed that Management Support had coefficients of the estimate which was significant basing on $\beta_2 = 0.452$ (p-value = 0.024 which was less than $\alpha = 0.05$). This indicated that for each unit increase in Management Support, there was 0.452 units increase in implementation of PPP. Furthermore, the effect of Management Support was stated by the t-test value = 2.297 which implied that the standard error associated with the parameter was less than the effect of the parameter. In tally with the results, Westbrook, (2001) posited that

coordinated Management Support could improve and differentiate implementation of PPP. On the same note, Li and Wang, (2007) are of the opinion that Management Support are needed to not only change the behavior of individual partners in the supply chain but also to improve implementation of PPP.

Table 2: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.947	0.288		3.293	0.002
Professionalism	0.124	0.121	0.152	1.026	0.008
Management Support	0.381	0.166	0.452	2.297	0.024
Summary Statistics					
R	0.762				
R Square	0.581				
Adjusted R Square	0.558				
Std. Error of the Estimate	0.38253				
Model Fitness					
F	25.273				
Sig.	.000				

a Dependent Variable: Implementation of PPP

5. Conclusion

The findings showed that professionalism, management support, ICT Technologies and monitoring system had significant and positive effect on implementation of preference and reservation among PWD Supplier among state owned corporation ICT Technologies had the highest influence on implementation of preference and reservation policy. The study recommends that the Corporations need to ensure that resources are set aside for the establishment and upgrading of ICT technologies for successful implementation of Preference and Reservation . On management support the study recommends that the management of these state corporations may need to put in place structures and strategies that strengthen implementation of preference and reservation. And on Professionalism which also had a significant influence on implementation of preference and reservation policy the study recommends that the Corporations should endeavour to achieve the highest level of professionalism for successful implementation of preference and reservation.

Professionalism is a crucial aspect in the procurement process it is the backbone of fair open and transparent procurement. Professionalism ensures that procurement guiding principles are adhered to, ensures that the targeted groups are offered procurement opportunities and that Government resources are put into proper use . Lack of professionalism has caused wastage, and has also led to poor implementation of projects, pending bills and failure by corporations to deliver the expected services to the people. There is need to take measures that include improvement of competency of the staff, training and high level of leadership, all stakeholders in procurement should be actively involved in ensuring that procurement is carried out within the set laws and regulations and those that breach the are faced by stiff penalties. Additionally all stake holders in procurement should engage in a common forum to ensure that the regulations and laws that are put in place strengthen institutions and work towards the achievement of the highest level of professionalism in our institutions.

The study also indicated that management support has a positive effect on implementation of Preference and Reservation Policy. The role of Management in ensuring that the Preference and Reservation policy is

implemented accordingly cannot be underestimated. Management support was found to positively influence implementation of preference and Reservation policy. Management has a role in establishing strategies that are geared towards the improvement of implementation of preference and reservation policy among PWD suppliers and further ensuring that the strategies are followed to ensure the success of this policy. Training and sensitization of staff should be arranged to ensure that all staff understand the direction and plans that has been set by management.

6. Recommendation

This study recommends that the government should implement the Preference and Reservation policy and fast track provisions on procurement for persons with disabilities. This will ensure that persons with disabilities are able to earn a livelihood and that their social and economic status is improved. The provision of access to vocational training should be implemented in order to seek to introduce to persons with disabilities, their families and employers the wide range of vocational training and rehabilitation programmes, including job attachment opportunities which the persons with disabilities can be involved in. this will curb the cultural perceptions of people for persons with disabilities.

The study recommends that a communication channel can be set up using the internet to ensure that the PWD are able to send feedback to the institutions concerning the challenges that they are facing. Further the study recommends that the management should be keen on the happenings of this preference and reservation by ensuring that procurement staffs are well trained management support is provided where necessary so as to see the successive implementation of preference and reservation policy

Professionalism is a requisite trait in ensuring that preference and reservation policy is implemented accordingly. The state corporations need to prepare and provide to all staff a code of conduct that employees and particularity procurement staff are supposed to adhere to. Such a code of conduct should govern such practices like receipt of gifts; declaration of interest corruption, conflict of interest, failure to adhere to the PPADA, political interference and all matters that border on unprofessional conduct should be well spelct out and disciplinary action taken against members of staff that condone such practices. .Suppliers and customers of these institutions should also have a suppliers and customers code of conduct that should be displayed in the contracts and purchase orders. Stiff penalties should be given to staff who fail to observe the set code of conduct. All employees should be encouraged to observe highest level of professional competence as well as optimizing the use of resources. Additionally management should ensure that procurement staff are given maximum support in the course of their duties and particularly when making decisions that border on implementation of preference and reservation policy. Strategies to support implementation of preference and Reservation should be set out as well as ensuring that PWD'S are involved programmes that may be beneficial to them concerning procurement.

This study was not exhaustive by any means and therefore it is recommended that in future another study be conducted in other counties or in any other institutions and concentration be done on other institutional factors that may influence implementation of preference and reservation.

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